

## Equality, Diversity, Cohesion and Integration Screening

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

<b>Directorate:</b> Citizens and Communities	<b>Service area:</b> Customer Access
<b>Lead person:</b> Claire Todd	<b>Contact number:</b> 07712 215009

### 1. Title: Community Hubs, Phase 2

Is this a:

**Strategy / Policy**
                 
  **Service / Function**
                 
  **Other**

**If other, please specify**

### 2. Please provide a brief description of what you are screening

Whilst this assessment focuses on Phase 2 of the rollout of Community Hubs, the screening also includes background information on the previous stages as they have directly informed the development of Community Hubs in terms of giving due regard to equality, diversity, cohesion and integration.

In June 2013 Executive Board received a report on the issue of welfare, benefits and poverty. That report identified a number of challenges to be addressed in order to make a step change in tackling poverty and deprivation across the city. The report also covered the growing problem of high cost lenders in the city. The key challenge identified in the earlier report was the need to deliver truly integrated and accessible services for people suffering hardship; develop whole packages of support for people which address a range of hardship issues; provide a real focus on supporting people into work; and, develop an effective campaign in response to the problems created by high cost lenders in the city.

## Appendix B

In response to these issues a new approach under the identity of Citizens@Leeds was developed to ensure a focus on inclusive, locally provided citizen-based services delivered through a community hub approach. Four key propositions were developed that set out the building blocks for a city-wide response to tackling poverty and deprivation.

The four propositions cover:

- The need to **provide accessible and integrated services**;
- The need to **help people out of financial hardship**;
- The need to **help people into work**; and
- The need to be **responsive to the needs of local communities**.

The propositions were developed as a 'whole system' approach to tackling poverty rather than four independent propositions and demonstrates how the propositions link together to provide targeted personal support over a range of hardship issues, including helping people into work, as well as improving the quality and consistency of universal service provision for all citizens in Leeds.

The provision of integrated and accessible Community Hubs is critical to this new service offering being delivered and appropriately targeted, which involves consolidating more services, including community related services, under one roof. These centres are to be located within either existing One Stop Centres or existing Library buildings based on the best location and building environment for the community.

The concept of **Community Hubs** seek to reach our citizens and provide the right mix of council and partner services each community needs in the most efficient manner. This will involve a more integrated approach to service delivery and maximisation of assets and service points that exist across the city e.g. joint service centres, one stop centres, housing management offices, libraries, children's centres etc. The aim is to develop seamless delivery; taking account of an individual's or a family's wider needs at the first point of contact wherever possible. The community hubs will support the delivery of pop-up (e.g. in supermarkets and GP surgeries) and mobile provision to ensure that we can reach all priority communities across the city. More on-line services will be developed to enable those that wish to self-serve to be able to do so. This will free up the time of Customer Services Officers (CSO's) to advise those most in need or those requiring more detailed or intense support.

Community Hubs seek to provide a core offering of services combining services at strategic locations across the city. The core offering includes services on:

- Customer Services
- Jobshop
- Library Services

Sites then vary in their offering based upon the needs of certain areas.

In November 2013 three pathfinder sites were identified under Phase 1 in order to pilot this model, with a view to evaluating and refining a model to be rolled out as a

## Appendix B

phased approach across Leeds. The initial pathfinder sites were located in Armley, Middleton and Harehills.

Customer Access then sought authority to roll out Community Hubs in November 2015 as part of Phase 1a to Yeadon, Horsforth, Pudsey, Moor Allerton, Rothwell and Kippax.

Customer Access returned to Executive Board in June 2016 to seek authority for Phase 2; the continued roll out of the Community Hubs with fully integrated services across the city including, asset rationalisation, co-location of Housing back offices, essential backlog maintenance and new ICT infrastructure and equipment.

Phase 2 will include the development of services at Dewsbury Road, North Seacroft, Morley, Bramley, Chapeltown, Headingley, Otley, Garforth and the City Centre. Armley, Middleton and Harehills will also be revisited under Phase 2.

There are another potential 24 sites across the city that need to be considered under a Phase 3 Community Hubs programme, which are made up of the remaining Libraries, One Stop Centres, and Neighbourhood Housing Office buildings and further business cases are to be prepared by the end of the 2016/17 financial year.

### 3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	X	
Have there been or likely to be any public concerns about the policy or proposal?	X	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?	X	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> <li>• Eliminating unlawful discrimination, victimisation and harassment</li> <li>• Advancing equality of opportunity</li> <li>• Fostering good relations</li> </ul>	X	

## Appendix B

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

### 4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

The formation of the Citizens@Leeds agenda and development of Community Hubs were set up as a direct response to an Executive Board report received in June 2013 on tackling the issue of welfare, benefits and poverty in Leeds.

Buildings are being designed and redeveloped in line with the Corporate Standard outlined for Access to Public Buildings.

#### Compulsory

- Accessible parking is available at all sites delivered to date and provision will be made at all new sites.
- In all cases the distance and surface from the car park to the accessible entrance has been made as close as possible within the constraints of the environment.
- All centres are located on main roads close to public transport links with a mix of level and sloped surfaces based on existing geography.
- All main entrances are accessible entrances with some sites having additional accessible entrances. All main entrances have automatic doors.
- Where there are inaccessible parts of the building due regard has been given to provide alternative means of access to these services. This has been achieved by providing a mixture of facilities over numerous floors. Staff are also available to provide assistance to customers as needed.
- All Community Hubs provide a mixture of lifts and stair lifts provided in line with the constraints of existing building environments, some of which are listed buildings which restricts the extent of alterations.
- Wheelchair accessible toilets are present in all Community Hubs.

Reasonable adjustments are available for all staff to address concerns around building access/locations/job role etc.

Buildings will benefit from being refurbished providing welcoming and accessible environments from which to access services. Historically some buildings have not been

## Appendix B

suitably maintained. This programme aims to address this through undertaking essential backlog works as part of refurbishment works.

Layout designs ensure that all customer routes around Community Hubs are intuitive and accessible.

A mix of social activities are available in all Community Hubs as well as areas with vending and 'social zones' which aim to encourage interaction between customers of all ages to help address the issue of social inclusion.

Providing environments with joined up services which help promote reading and lifelong learning from an early age, supporting education and providing pathways into employment to help avoid financial hardship.

Portable induction loops are used within all Community Hubs providing cost effective and flexible solutions for staff and customers with hearing difficulties.

All Community Hubs have access to the Council's Translation and Interpretation Service to assist staff helping customers where English is not their first language.

British Sign Language (BSL) video interpreting is available at a number of centres. This was set up through the Deaf Forum. Where customers want to see someone straight away, they are directed to one of the centres with this technology. Customers can still book a BSL interpreter face to face where an appointment can be made. The Deaf Forum is happy with these arrangements.

The furniture provision with Community Hubs make use of existing furniture where still of suitable quality, supplemented by the purchase of new furniture to ensure good value for money and spending money wisely, which can be used to enhance other areas within buildings.

All existing and new furniture meets the needs of all service users by using a mixture of seating and desks that will suit a variety of ages and requirements such as people with restricted mobility.

The Citizens@Leeds agenda dictates that whilst Community Hubs will provide a standard offering of core services, complementary services will be offered to ensure that relevant Council and partner services are incorporated to meet the needs of specific areas and cover the four propositions:

- The need to provide accessible and integrated services;
- The need to help people out of financial hardship;
- The need to help people into work; and
- The need to be responsive to the needs of local communities.

The provision of the three core services: Customer Services, Jobshop and Libraries are linked areas which integrate and work together in terms of addressing the four core propositions at a local level.

Community Hubs will provide greater opportunities for employment through access to

## Appendix B

Apprenticeships, Further Education and volunteering.

Community Hub locations will be sourced and located in areas that provide accessible services under one roof.

Staff will work as one team to provide joined up services, providing more parity of job roles and pay grades. This will be resolved through implementation of a forthcoming restructure.

Staff will have the opportunity to learn new skills and have access to new work opportunities, training and promotions.

Staff will have greater job satisfaction through being able to provide more seamless services through partnership working and enhanced technologies such as online services, hotlines, customer flow management and LCD information screens.

Staff will work more flexibly in order to provide a more responsive service through the application of a Customer Service model known as The Hierarchy of Enquiry. This aims to help deal with customers through the most appropriate route, directing customers to self-service where they are able leaving more officer time to deal with those customers who are most at need.

In order to facilitate this new technologies are being explored to help staff respond to this through the development of mobile applications to enable use of handheld devices where appropriate.

Services will be introduced to directly tackle poverty through direct access to partner services such as Leeds Credit Union Services in a bid to avoid the use of pay day lenders. This facility will be supported by the ongoing provision of Welfare Rights Advice surgeries across the city.

Consultation sessions have taken place with staff with further training and engagement sessions at key stages of each phase.

Consultation has taken place with customers through Customer Services Focus Groups. Customers were given the opportunity to hear about the concept of the Community Hubs and they were asked what services they would like to see in them. Customers agreed that Registrars, Libraries and Customer Services were logical to bring together. Customers also agreed that reducing the number of Council buildings was a good thing in terms of a way to save money and improve access to services.

Consultation has taken place with Ward Councillors prior to the development of every Community Hub with the aim of ensuring that centres provided the right mix of service and environment for their constituency. Positive feedback has been obtained in all instances.

Customers are invited to give feedback on 'Feedback Trees'. A visual representation of a tree is set up in completed Hub buildings and customers are invited to write their feedback on leaves and attach them to the tree. The comments are then reviewed by the team and explanations and changes are considered and fed back. One example of this

## Appendix B

came from Yeadon Community Hub. Customers reported that they felt that the enquiry positions were not private enough. The centre was then reconfigured to move enquiry positions to an area with increased privacy.

Case studies are carried out on Jobshop customers every month looking at how the service has helped customers into work and out of financial hardship. The case studies outline what support was provided and the positive impact on the lives of those studied.

There is a formal Council feedback system in place. Every formal complaint/compliment is investigated by Customer Services and customers are responded to by a dedicated team in Customer Services.

At a more local level feedback forms are freely available for all customers to provide their feedback on the service experienced that day. Feedback is logged and helps inform and influence the delivery of services. General responses are provided and dedicated responses and action is taken where necessary.

Statistics are kept for every centre and these are monitored to ensure effectiveness in service provision and delivery and to help inform and develop services moving forward.

Lessons have been learned from the development of the Pathfinder Hubs and positive changes have been made as a result.

Recently Community Hubs underwent an assessment for Customer Service Excellence (the Government's customer service standard) and Jobshop underwent Matrix Standard Assessment (A national standard and recognition of information, advice and guidance services). Both assessments were successful and feedback on the integration of services within Community Hubs was very supportive of this model.

Customer Access PC's now have consolidated access to the Library System, the Customer Services landing page, denoting quick access links to popular online services and Jobshop services. Historically these were housed on separate PC's but all services will be available on one machine.

Large keyboards and trackballs are available as required.

All sites are Wi-Fi enabled where customers want to use their own devices and to provide flexibility for staff using laptops and mobile devices to undertake their role in helping customers.

Various initiatives are considered and where appropriate implemented, for instance bike libraries are now available in some sites to make alternative means of transport available to people who do not have access to cycling facilities.

In order to reach more citizens in Leeds, 'Pop-up' Hubs have been introduced in places like Doctors Surgeries and Supermarkets, in a bid to make services more accessible and break down barriers for people who might be apprehensive about seeking help.

***These measures have all been detailed in previous reports on Citizens@Leeds and specifically Community Hubs to Exec Board and all inform both the design of***

## Appendix B

### ***buildings and services.***

- **Key findings**

**(think about** any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

#### **Positive impact**

Services co-located within one building means that customers do not need to visit multiple offices therefore improving the customer journey.

Co-location means that the Council are able to provide a more seamless service to customers, improving resolution at first point of contact.

Buildings that might have had access issues are now being addressed by the refurbishment of buildings, improving access for customers in and around Community Hubs.

Evidence shows that Community Hubs are playing a vital role in helping to tackle the issue of welfare, benefits and poverty in Leeds. Statistics collated for the Jobshop network show Community Hubs have had a positive impact. In terms of job outcomes (people who successfully were helped into employment) for 2014/15, 2008 outcomes were achieved whereas this increased in 2015/16 to 2715. This represents a 35% increase.

Community Hubs help address social exclusion by encouraging social inclusion through the creation of spaces that are accessible to all members of the public and encourage social interaction and/or group events.

Providing joined up services which help foster reading and lifelong learning from an early age, supporting education and providing pathways into employment to help avoid financial hardship.

A benefit of housing multiple services under one roof also introduces customers to services and facilities that they may not have been previously aware of, given that many services were geographically located in different buildings. This is achieved through signposting by staff and through notice areas and electronic LCD information screens.

Many staff have embraced the changes and anecdotally report the benefits they have gained both personally and professionally through more joined up working. This will hopefully be enhanced through the forthcoming restructure which should provide more parity around job roles and pay grades.

Staff will experience the benefits of working in modern and newly refurbished offices with new technologies and training designed to enhance the customer journey and their ability to perform their role. They will feel that they are valued through this investment in the way that they work.

The service have retained existing good practice in Equality and Access both through ongoing investment in Equality training and the provision of facilities which ensure that

## Appendix B

services are as accessible as possible for all.

Services provided in each locale are tailored to their communities and initiatives such as the bicycle library. This is a scheme whereby using your library card enables customers to borrow a bicycle. It was identified that whilst there is a big push for people to be more active, cycling facilities are not accessible to all due to financial hardship. The bicycle library looks to address that by providing the means for these individuals in the city to enjoy the cycling benefits and investment in this area that is going on in the city.

The service continues to work with the Project Team responsible for the roll out of online services in order to improve facilities available online. Community Hub teams then empower customers through supporting the use of these services to try and help channel shift customers who can use services online in order to make best use of resources by helping those who are most in need. This may also negate the need for customers to visit Community Hubs for certain enquiries.

Informally lessons have been learned from the development of earlier Community Hubs, this is in response to changes that have been perceived or experienced as positive. Good practice and decisions have been implemented in other Community Hubs or improved upon where possible. One example of this is that customers have responded positively to the increase in public access PC's and as a result this has been increased where space permits.

'Pop-up' Hubs have had a positive effect for citizens. A case study conducted on a Pop-up Jobshop in Horsforth helped a man who had started his own gardening business. With the help of staff the service:

- Updated the customer's CV
- Increased the customer's confidence for getting back into work
- Provided a dedicated advisor who kept in regular contact with the customer
- Helped the customer complete a council tax support scheme application, and requested that this was back-dated for the time that they had been out of work. As the customer had limited access to transport, the advisor verified these forms at Horsforth as it prevented him from having to journey to the city centre or to another one stop centre
- Advised the customer about applying for Child Tax Credits and Working Tax Credits
- Signposted him to information about this on the free-phone and the website
- Advised the customer about the Step Change debt charity and they did make contact with them for advice
- As the customer started self-employed work they were able to sort out their finances themselves without any third party intervention.
- The Council were then able to make an arrangement which extended their council tax into February and March of the same financial year, spreading the cost for them.

## Appendix B

### Negative impact

Some staff will be apprehensive about the changes.

Some customers will be apprehensive about the changes.

Informally lessons have been learned from the development of earlier Community Hubs this is in response to changes that have been perceived or experienced negatively. This includes changes to layouts, where privacy has been raised as an issue.

- **Actions**

**(think about** how you will promote positive impact and remove/ reduce negative impact)

In order to address staff concerns a robust consultation and engagement and training plan has been developed to support the changes. Email updates from the Head of Face to Face contact are regularly issued to staff to outline the benefits and positive outcomes from Community Hubs that have already been developed and staff have been thanked for their contributions in making the centres a success.

A change to the structure of the organisation has meant that there are more opportunities for staff to develop and apply for promotions. Whilst staff are initially apprehensive, this should be perceived as a positive step.

The service will continue the existing good practice of inviting and gathering service feedback corporately and locally and taking necessary action.

The service will continue to provide and improve on consultation, training and engagement sessions.

Email updates will continue to be sent to staff from the Head of Face to Face Services regarding the challenges and successes in the development of Community Hubs. Staff will also continue to be invited to submit areas to be covered in future updates and the opportunity to ask questions.

The service will look at ways to improve the quality of feedback data from staff and customers, ensuring that equality data is linked to this to ensure that all groups are represented. A mechanism needs to be established to ensure that responses are provided in a prompt and timely manner.

To allay the concerns of the public, staff will continue to be proactive in notifying customers of the impending changes to their services and will highlight the benefits.

Many customers have expressed their praise once the new services centres have opened. The service could look at gathering this feedback and promoting this on the external website and LCD screens across the city to try and alleviate fears for the sites planned for development in Phase 2 and Phase 3.

The Access guidance for public buildings is shortly to be updated and due regard will be given to all future buildings against this revised guidance on accessibility.

## Appendix B

To ensure that any lessons that have been learned so far are effective a more formal process for recording and follow-up action is to be established. This may take the form of a lessons learned workshop, where key stakeholders, staff and customer feedback is taken into account. Ideally resolutions should be discussed and agreed.

The service will continue to monitor statistics for each centre in order to measure for effectiveness and to help inform and improve services for customers. The service will also look for ways to improve the quality of this data to ensure that what is being collated is meaningful to the service and all of its users.

Feedback from customers submitted via the 'Feedback Trees' are not currently logged formally. This process will be subject to review.

The majority of feedback is collated via written feedback forms. The service intends to include more dynamic ways of gathering customer feedback via the procurement of a new Customer Flow Management System (Queue and Appointment System).

The service could consider widening the case studies undertaken and include customers accessing other service, to evaluate how the service is performing in other areas.

The service could investigate the feasibility of installing BSL Sign Language technology in all centres.

**5. If you are **not** already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

Date to scope and plan your impact assessment:	N/A
Date to complete your impact assessment	N/A
Lead person for your impact assessment (Include name and job title)	N/A

### **6. Governance, ownership and approval**

Please state here who has approved the actions and outcomes of the screening

<b>Name</b>	<b>Job title</b>	<b>Date</b>
Susan Murray	Head of Face to Face Services	02/06/16
<b>Date screening completed</b> 01/06/16		

## Appendix B

### 7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk) for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to <b>Governance Services</b>	10 <sup>th</sup> June 2016.
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Not applicable
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Not applicable